



King County

King County Employee Survey - 2012

Department Results and Analysis
Department of Natural Resources and Parks



Prepared by Communication Resources Northwest

KING COUNTY EMPLOYEE SURVEY – 2012

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Summary

In March 2012, King County conducted its second survey of County employee perceptions. This survey gathered data from employees across a broad range of categories, including: overall satisfaction, characteristics of the work environment, performance feedback, supervision and management, and communication. In addition, the survey requested information about preferred methods of internal communication and familiarity with various organizational initiatives.

This report summarizes the findings for the Department of Natural Resources and Parks (DNRP) from the 2012 survey, providing interpretation and analysis across the complete set of categories measured. The report also compares results with the 2009 employee survey data. Additionally, demographic results are reported to further understand key aspects of work as they differ across key employee characteristics. This may help DNRP as they target their responses to these data.

Key Findings

- DNRP employee responses to this survey are about the same as those received from King County overall. Employees are moderately engaged and strongly identified with their organization. Outside of Solid Waste employees, the vast majority are proud to work for King County and would recommend it as a good place to work.
- Solid Waste Division scores are less positive than for the rest of DNRP. Given the large number of responses, these responses drop the overall DNRP averages down significantly. The majority of DNRP employees are positive about their work environment, customer service, and respect. Solid Waste responses should be viewed in context with recent challenges in their division; these data can be used to target improvements and respond to specific employee concerns.
- Director's Office employees report more positive perceptions across survey questions than do other employees. They are highly engaged and identified with the organization. They report solid satisfaction with both their supervisors and management. Not surprisingly, they are also much more positive about their division's mission and goals and customer service.
- Parks and Recreation employees are highly engaged. They are very positive about their supervisors and feel very respected as employees both within and outside their division. They identify strongly with King County, are proud to work here, and would recommend it as a good place to work.
- Wastewater Treatment employees perceptions are in line with those found for DNRP overall, though they are more positive about their supervisors than either DNRP overall or King County overall. They are engaged employees who are highly identified with King County. They also are very positive about their division's focus on customer service.

- Water and Land Resources employees are also highly engaged. They identify with their organization, and the vast majority would recommend King County as a good place to work. They feel high levels of respect from others inside and outside WLRD. They report moderately positive perceptions of their supervisors and feel strongly that they have the professional development opportunities to be successful.
- Solid Waste employees report much less positive perceptions than other employees at DNRP. Further investigation into the specific questions in the survey may yield additional insight into what may be driving employee dissatisfaction.
- Across most divisions, responses related to management tend to be lower, particularly related to the openness and honesty of communication and the perceived transparency of decision-making. These responses indicate that employees feel somewhat disconnected from their leadership. While most employees have less positive perceptions of their management, these lower averages should be anticipated in studies of this nature. Because managers—particularly in resource-intensive departments like DNRP—must make decisions and implement policies or initiatives that either reflect global King County priorities or balance policies across multiple divisions, employees often view managers as less than transparent in their decisions. While managers certainly may wish to increase their connection to and visibility with and connection to employees, it will always be challenging for employees to feel confident in these areas.
- Outside of Solid Waste, most employees report positive or moderately positive perceptions of their supervisors. This finding should be celebrated within DNRP due to the very strong relationship between supervision and employee engagement. Employees with strong connections to their immediate supervisor tend to be more satisfied and tend to be more engaged despite environmental challenges they may face.

Interpretation of Results

The questions in the study were scaled using a five-point scale. Results are reported as means (averages), which reveal how the aggregate of employees responded. A review of the data in raw form reveals that most employees are not neutral in their perceptions. The vast majority responded with answers that were either positive or negative (percentage of truly “neutral” responses was less than 20%).

INTERPRETATION OF SCORES

4.0 –5.0:	Positive
3.0 –3.9	Somewhat Positive
2.0 –2.9:	Somewhat Negative
1.0 –1.9:	Negative

There is no single question in the survey where the preponderance of employees answered “neutral.” However, many of the averages reported in these results are between 3.0 and 4.0. This does not mean employees are neutral in their perceptions. Rather, these averages are the result of the positive and negative “pulls” from employees answering either positively or negatively in varying degrees. Therefore, in interpreting these results, averages above 3.0 should be considered primarily positive, while averages below 3.0 should be considered primarily negative.

Creating Strong, Composite Measures

The 59 questions in the survey were grouped logically and statistically into fourteen different composite measures¹. These measures were created to enable a simpler and clearer way of understanding how employees experience their work environment. Further, these composite measures enable analyses to reveal the relationships among elements of the work environment and how the County might best target resources to have the greatest impact on the employee experience.

- **Employee Engagement** measured employee satisfaction, perceptions of recognition for good work, challenge of the work, supervision, and adequacy of resources to do one’s job.
- **Organizational Identification** measured employee perceptions of the value of his/her work to King County and how proud s/he is to work for the organization.
- **Customer Service** measured perceptions of how well an employee’s work group strives to provide good customer service and responds to the needs and expectations of customers.
- **Mission and Goals** measured employee connection to the mission and goals of individual work units and to the County’s strategic plan.
- **Professional Development** measured employee perceptions of the ability to learn and grow professionally, keeping skills current to meet job requirements.
- **Personal Capabilities** measured an employee’s perceptions of his/her capabilities to do the job and the extent to which s/he feels able to make necessary work-related decisions.

¹ Reliability analysis was used to determine the internal consistency of the variables to make sure they were strong measures. Each of the core variables has an internal reliability coefficient of .70 or higher.

- **Respect** measured employee perceptions of respectful treatment by other employees and how the County supports a respectful and “neutral” work environment.
- **Tools and Resources** measured the extent to which an employee feels that they have both the tools and information necessary to do his/her job at King County.
- **Teamwork** measured employee perceptions of the effectiveness of the teams with which they work and the extent to which team problems are resolved appropriately to achieve common goals.
- **Supervision** measured employee perceptions of their supervisors across a range of common skills related to giving direction, access to resources, recognition for good work, and effective communication.
- **Performance Communication** measured employee perceptions of the sufficiency of performance feedback to drive performance improvement.
- **Continuous Improvement** measured how employees feel their suggestions for improvements are recognized as valuable and how they feel process improvements and quality are embraced by their work groups.
- **Management** measured employee perceptions of their management relative to vision, communication, leadership, and transparency.
- **Guiding Principles** measured employee perceptions of the extent to which their department embodies the core guiding principles in the King County Strategic Plan.

Understanding the Employee Experience

DNRP overall responses are about the same as those received from King County overall. DNRP employees report moderately positive employee engagement and are strongly identified with the county organization.

STUDY MEASURE	OVERALL AVERAGE	DNRP AVERAGE
Organizational Identification	4.09	4.07
Personal Capabilities	3.87	3.79
Customer Service	3.80	3.91
Mission and Goals	3.76	3.69
Professional Development	3.68	3.68
Respect	3.66	3.72
Employee Engagement	3.59	3.69
Tools and Resources	3.51	3.56
Teamwork	3.48	3.55
Supervision	3.42	3.44
Guiding Principles	3.41	3.43
Performance Communication	3.36	3.42
Continuous Improvement	3.14	3.20
Management	3.00	3.00

Responses from DNRP employees follow similar trends to the overall sample. Employees are moderately positive about their supervisors, but report less positive perceptions of their managers. They report strongly positive perceptions of customer service, however, are less positive about continuous improvement efforts. They are also more moderate in their perceptions of the guiding principles and the performance communication they receive.

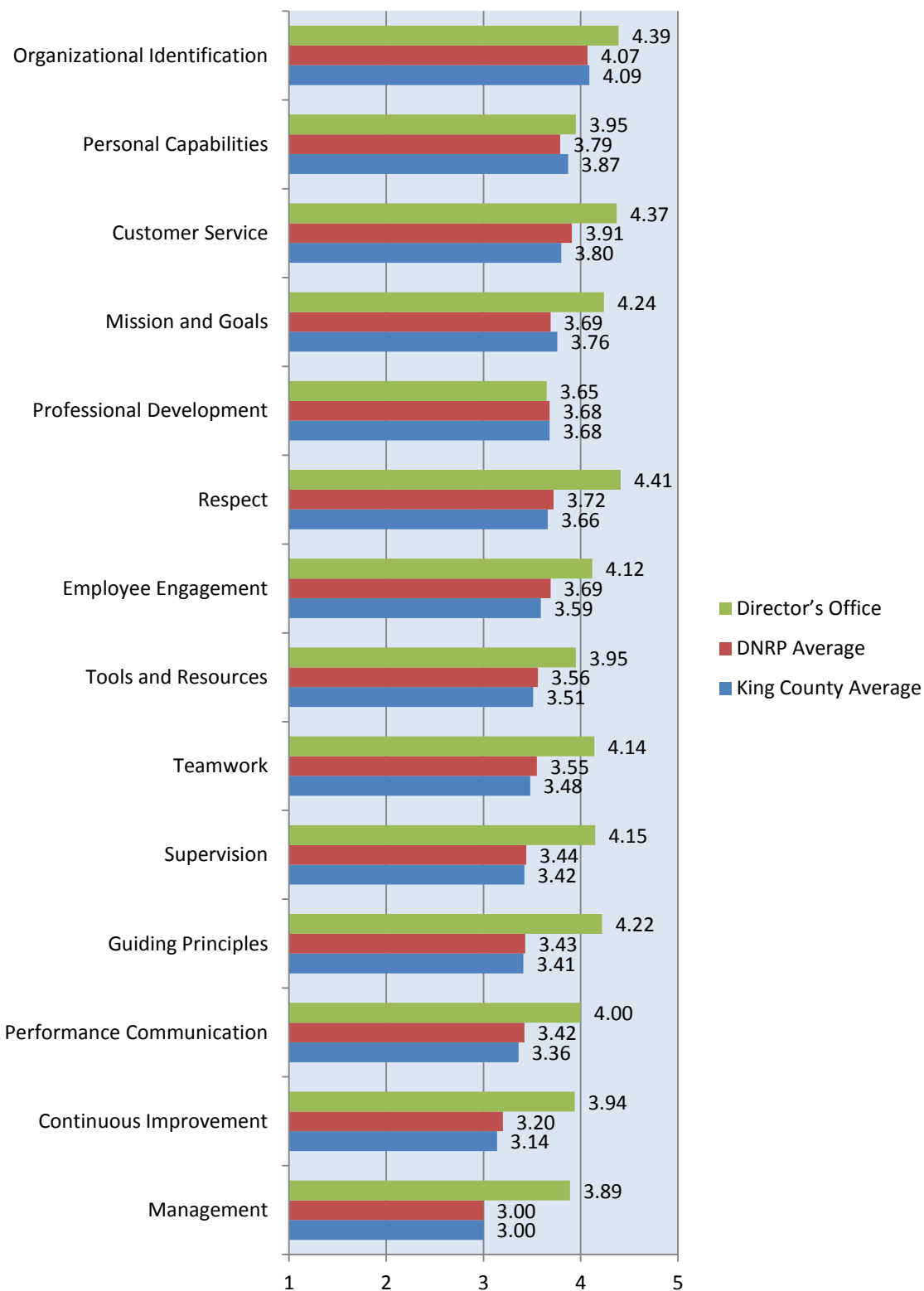
Differences Across DNRP Divisions

The table below illustrates the variations across DNRP divisions in the 2012 employee survey.

STUDY MEASURE	DNRP AVERAGE	DIRECTOR'S OFFICE	PARKS & REC	SOLID WASTE	WTD	WLRD
Organizational Identification	4.07	4.39	4.23	3.83	4.09	4.24
Personal Capabilities	3.79	3.95	4.04	3.61	3.80	3.89
Customer Service	3.91	4.37	4.14	3.46	3.98	4.15
Mission and Goals	3.69	4.24	3.83	3.31	3.79	3.86
Professional Development	3.68	3.65	3.94	3.30	3.73	3.91
Respect	3.72	4.41	3.91	3.11	3.81	4.14
Employee Engagement	3.69	4.12	3.94	3.25	3.77	3.88
Tools and Resources	3.56	3.95	3.73	3.20	3.63	3.73
Teamwork	3.55	4.14	3.84	3.16	3.63	3.68
Supervision	3.44	4.15	3.81	2.61	3.71	3.75
Guiding Principles	3.43	4.22	3.72	2.87	3.50	3.77
Performance Communication	3.42	4.00	3.64	2.67	3.63	3.68
Continuous Improvement	3.20	3.94	3.62	2.44	3.38	3.51
Management	3.00	3.89	3.35	2.26	3.22	3.24

- Director's Office employees report higher satisfaction across survey items than do other employees. They are highly engaged and strongly identified with their organization. They also report very positive responses relative to performance communication, guiding principles, and feeling respected. They are much more positive than both DNRP overall and King County relative to perceptions of the mission and goals and customer service.
- Parks and Recreation employees are highly engaged. They report high levels of feeling respected and identification with the King County organization. They are also more satisfied with their supervision than the overall sample and more positive about the continuous improvement efforts of their division.
- WLRD employees also report somewhat more positive perceptions across most items in the survey. In particular, they are more positive about both supervision and continuous improvement. Additionally, they report very high levels of feeling respected by others both inside and outside their division.
- WTD employees' perceptions are very much in line with the DNRP group overall, which is not surprising as they represent the largest division responding for DNRP. They are strongly identified with the organization, report positive perceptions of both customer service and their personal capabilities. WTD employees are also moderately more satisfied with both their supervisors and managers than either DNRP overall or King County overall.
- Solid Waste employees report less positive perceptions across survey items. They are, however, identified with their organization and moderately positive about their own personal capabilities. They are less positive about their management and their supervision than other divisions in DNRP and other departments at King County.

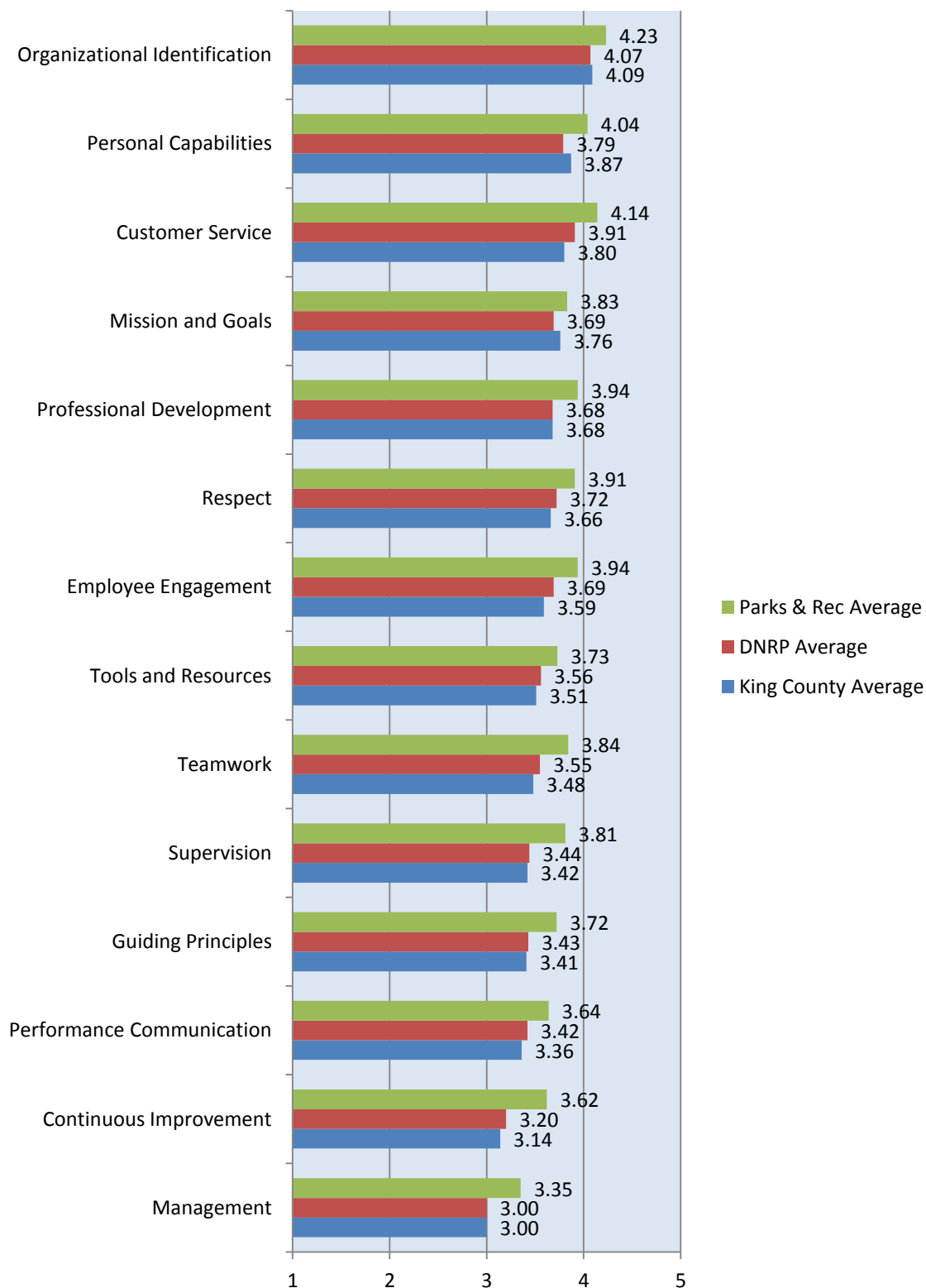
Director's Office



DIRECTOR'S OFFICE RESULTS SUMMARY

- Employees from the Director's Office report much more positive perceptions across variables than do employees from other divisions with DNRP. This is also the smallest group among the five. These employees are highly engaged and strongly identified with their organization.
- Director's Office employees are more positive about King County initiatives relative to Customer Service and Continuous Improvement than other employees.
- These employees are very positive about both their supervisors and managers, reporting much higher responses than employees from other divisions.
- They feel much more respected by others both within and outside DNRP, and they are more positive about the tools and resources they have to do their jobs.
- Director's Office employees also feel more positive about the performance communication they receive. The vast majority of these employees report having received a performance appraisal in the last 12 months (21 out of 22).
- Employees report perceptions consistent with the County overall results relative to professional development opportunities. This is the lowest scoring area of the survey for Director's Office employees.
- Director's Office employees are very positive about both the extent to which DNRP reflects County guiding principles and the mission and values of their own organization.

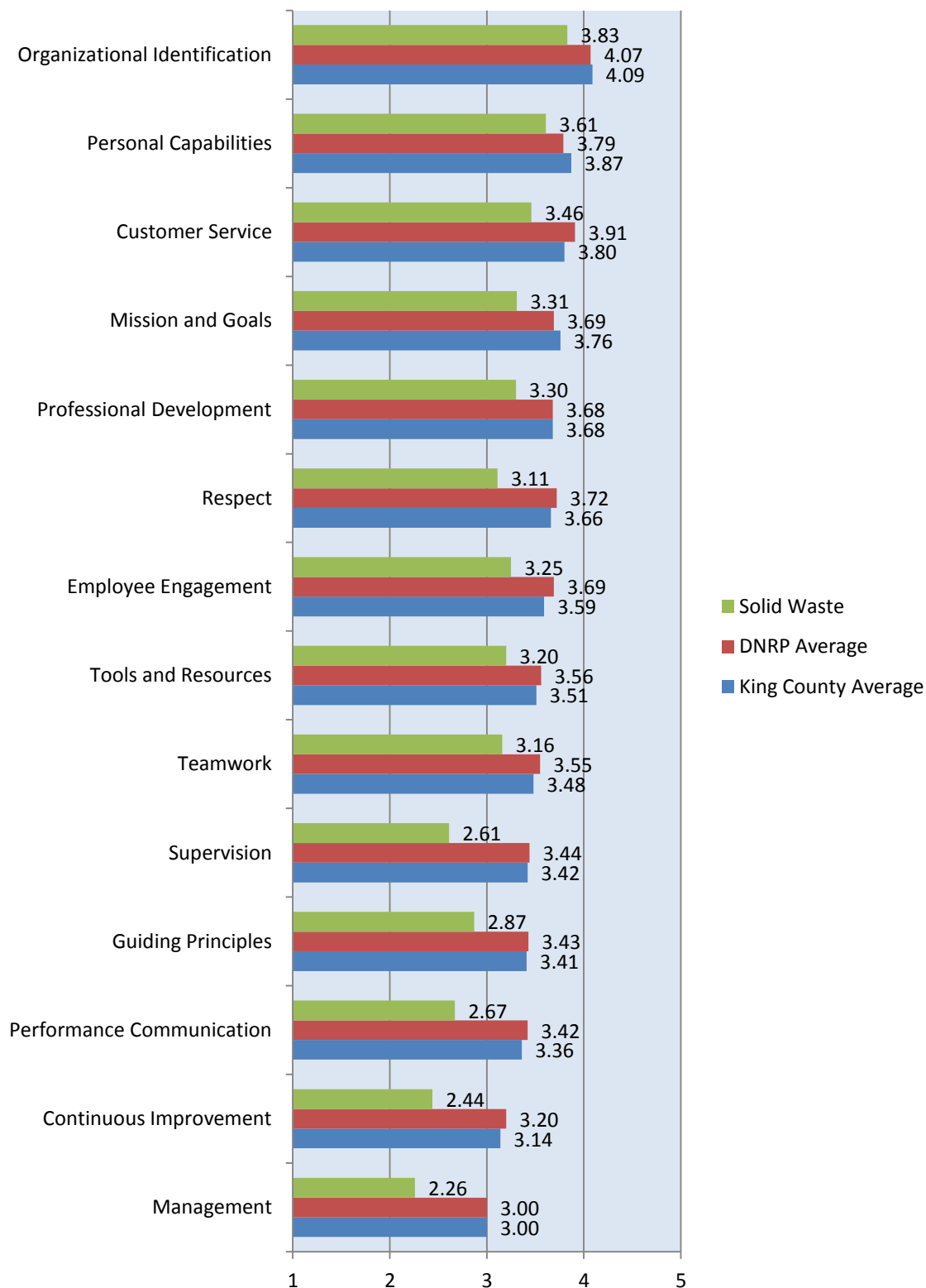
Parks and Recreation Division



PARKS AND RECREATION DIVISION RESULTS SUMMARY

- Parks and Recreation employees report somewhat more positive perceptions of their work and work environment than other employees at DNRP and are more positive across most variables than King County employees overall.
- These employees are very engaged and strongly identified with their organization. They also report very positive perceptions of their own capabilities being matched to job requirements.
- While more positive about their supervision—more so than other DNRP employees and much more so than King County overall—Parks and Recreation employees are less positive about their management than other areas of the survey.
- Parks and Recreation employees are more positive about continuous improvement efforts than other employees and they report very positive perceptions of their work groups' customer service efforts.
- Employees feel respected and quite satisfied with their personal development opportunities. They are moderately positive about their volume of work and the tools and resources they have to do their jobs.
- Parks and Recreation employees feel their department is only somewhat reflective of the guiding principles of King County.
- Employees report moderate perceptions of performance communication, though somewhat higher than DNRP overall. Sixty-two percent of Parks and Recreation employees report receiving a performance appraisal in the last 12 months.

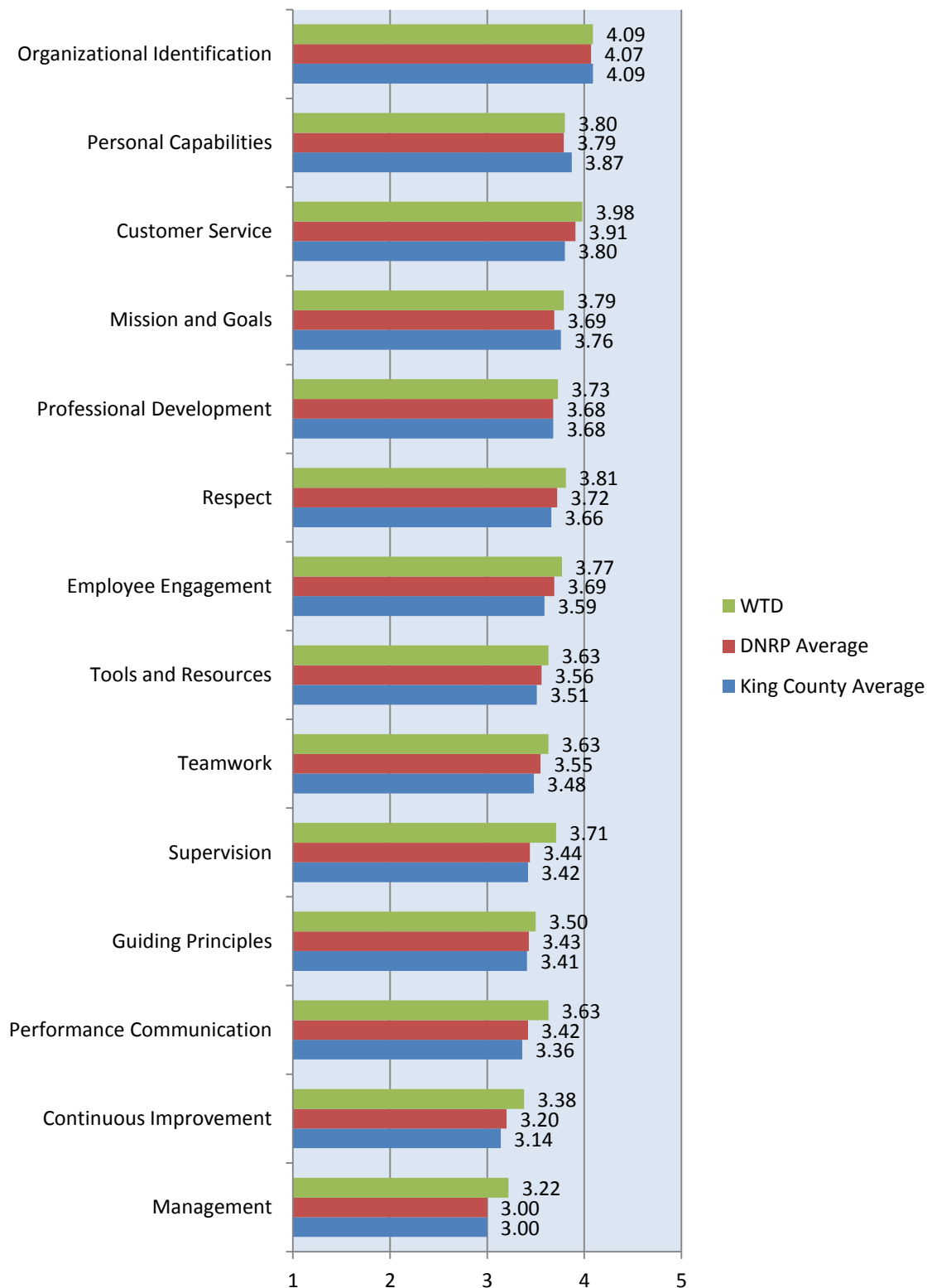
Solid Waste Division



SOLID WASTE DIVISION RESULTS SUMMARY

- Solid Waste Division employees report only moderate employee engagement, though they are somewhat positively identified with their organization. Overall, these employees responses are much more moderate than others at DNRP and tend to be less positive than King County employees overall.
- SWD employees are moderately positive that their personal capabilities are well-matched to job responsibilities. They also report moderate perceptions of their division's customer service efforts.
- Compared to other DNRP employees, SWD employees report less positive perceptions of the extent to which they feel respected and teamwork within their division.
- As a group, SWD employees do not feel their division reflects King County guiding principles, nor do they feel positive about its continuous improvement efforts.
- SWD employees report much less positive perceptions of their supervision and their management than other employees across DNRP or King County overall. Most employees report neutral to negative responses to questions making up each of these variables.
- That management scores are so low is not of considerable concern, though may require similar discussion of the specific data within this variable. Management, by necessity, must often implement policies or initiatives that may be unpopular with employees. Further, they seldom have the day-to-day connection to employees that would yield more positive perceptions. Nonetheless, that more than 60% of employees do not believe SWD management communicates openly and honestly may warrant more face-time between leadership and employees to clarify messages and improve relationships.
- Employees report much less positive perceptions of performance communication than other employees. Just 43% of employees report receiving an appraisal in the past 12 months (of those who reported that an appraisal was applicable to them).

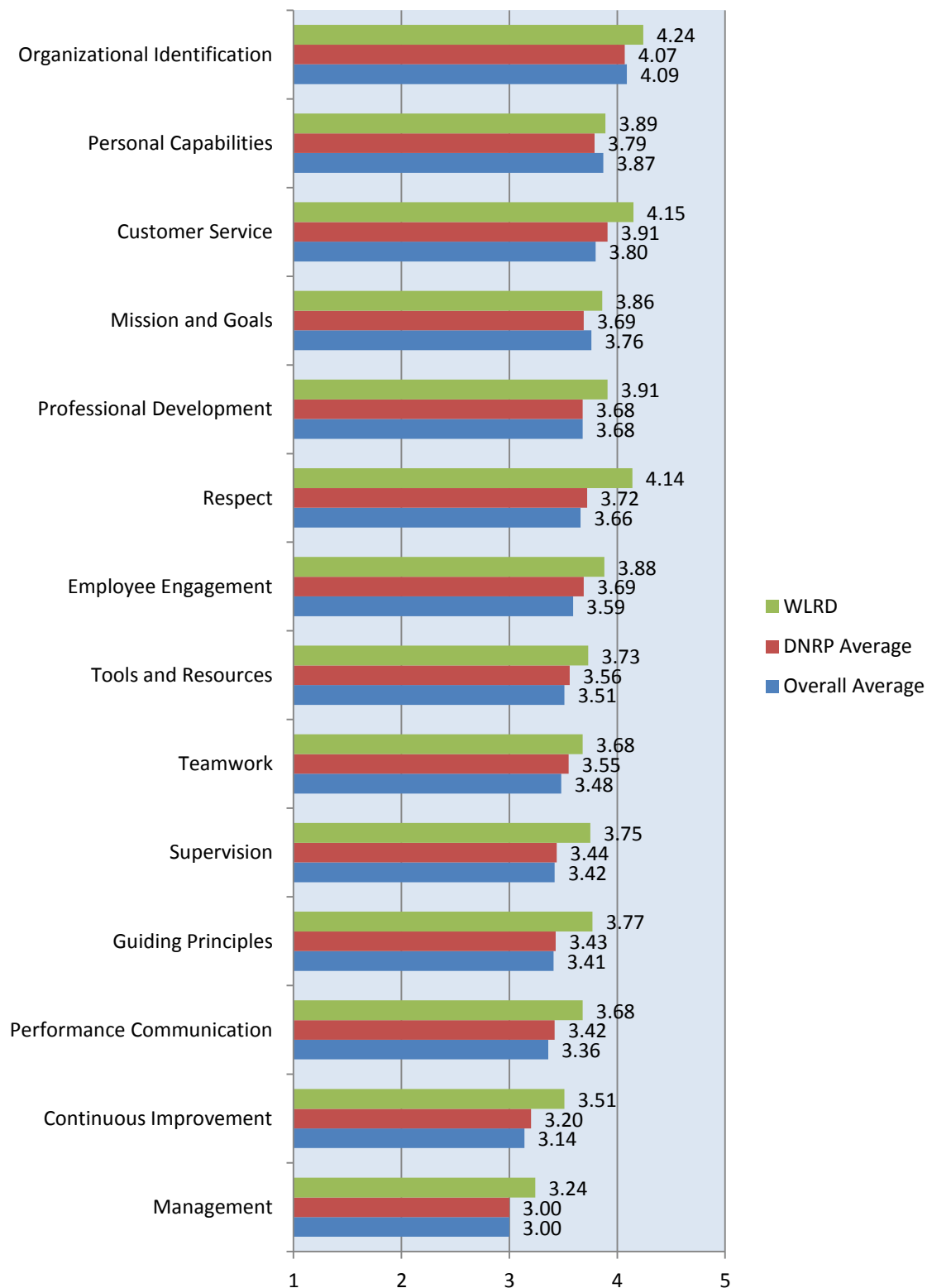
Water Treatment Division



WATER TREATMENT DIVISION RESULTS SUMMARY

- As the largest group of employees reporting data, WTD employees report perceptions largely consistent with DNRP overall. However, in many areas, their average perceptions are higher than King County overall.
- WTD employees are engaged and highly identified with their organization.
- These employees largely feel respected at work and feel comfortable that their skills are well matched to job responsibilities.
- WTD employees are moderately positive about the supervision they receive, higher than DNRP employees overall. This means that most WTD employees report neutral to somewhat positive perceptions of supervisors across questions asked in this section of the survey.
- They are also somewhat more positive about their management, though most employees report more neutral to negative responses when asked about their management. These types of responses are not unusual in studies of this nature given the requirements of management to implement sometimes unpopular policies or initiatives. They also have much less connection to the day-to-day working lives of most employees.
- WTD employees report very positive perceptions of their division's customer service efforts. Additionally, most employees are moderately positive about the mission and goals of WTD.
- Employees are only moderate about WTD's continuous improvement efforts and the extent to which the division reflects the guiding principles of King County, though these averages are somewhat higher than for both DNRP and King County overall.
- Finally, employees are moderate in their perceptions of performance communication, though they are somewhat more positive than either DNRP or King County overall. Most employees for whom a performance appraisal is applicable report that they have received a performance appraisal in the past year (95%).

Water and Land Resources Division



WATER AND LAND RESOURCES DIVISION RESULTS SUMMARY

- WLRD employees are somewhat more positive as a group than employees across DNRP. They are engaged and highly identified with their organization. The vast majority report being proud to work for King County and would recommend it as a good place to work.
- WLRD employees feel respected by others inside and outside their division and they feel they have appropriate professional development opportunities.
- Employees are more satisfied with their supervisors than either DNRP employees or King County employees overall. Most employees report positive perceptions of the supervision they receive. This is important given the strong relationship between supervision and employee engagement.
- WLRD employees feel connected to the mission and goals of their organization and feel their skills are well matched to their job responsibilities. They are moderately positive about teamwork within WLRD.
- While more moderate in their responses, WLRD employees report feeling more positive about their division's reflection of King County guiding principles than other employees. They are more moderate as well in their perceptions of the continuous improvement efforts of WLRD, though more positive than some other DNRP divisions or King County overall.
- WLRD employees are not as positive about their management as they are about other aspects of their working environment. However, these lower scores should be expected in studies of this nature given the requirement of management to implement policies and/or initiatives that may be unpopular to employees. Nonetheless, further investigation into this data may reveal areas to improve the connection between management and employees.
- WLRD employees are moderately positive about the performance communication they receive. Most employees report receiving an appraisal within the last 12 months (93%).

Survey Design

The 2012 Employee Survey included 59 questions about work and the work environment. Answers to all of these questions were quantitative, distributed on a five-point scale with '1' being low and '5' being high.

In addition, the survey asked for six categories of demographic information. Demographics were used to better understand employee perceptions as differentiated by key identifying characteristics within their organizations.

These demographics were not used to identify any particular individual's responses; rather, they were used to better understand significant differences across groups to better tailor different responses to the survey and recommend possible improvements across dimensions of the research.

DEMOGRAPHIC "SPLITS"

- Departmental affiliation
- Representation status
- Position within department/division
- Tenure
- Work location
- Supervision responsibility

The survey was designed by starting with questions and questioning strategies from the 2009 survey. Care was taken to preserve many of the questions from the 2009 survey to enable comparisons of 2009 and 2012 survey results. New questions were added to measure perceptions of current County initiatives and priorities. In most cases, the 2012 scaling is consistent with the scaling used in the 2009 survey, making the scores comparable.

SURVEY DISTRIBUTION

The survey was launched on-line in early March, with four weeks allocated for employees to submit responses. Employees were notified via email from elected County leadership, encouraging their participation. The email identified the purpose of the survey and provided a web link to the survey through Survey Monkey. Follow-up reminder emails were sent, both by department and agency leadership and from Executive leadership. A hard copy survey with a pre-addressed, stamped envelope was provided for employees who either do not have computer access or who wished another response vehicle. Some were delivered directly to employee boxes, while others were provided in common areas such as break rooms or front desks. The method of distribution was determined by the department. Of all responses, 11% came from hard-copy surveys. Additional information was provided through the King County website. Employees were also provided a phone number and email address to contact the research team with additional questions.

QUALITY CONTROL

The data analysis and interpretation of results were independently validated through an outside University of Washington research expert to increase the confidence in these findings.

Response Rates

Almost 6,800 employees across 15 different divisions, departments, and agencies participated in the study. King County District Court and Superior Court chose not to have their employees participate because they regularly participate in court-specific employee surveys. The response rate is extremely high, which provides high confidence in the results. Total employee count was derived from the PeopleSoft Human Capital Management System (HCMS) on March 8, 2012.

DNRP SURVEY RESPONSES

DNRP Employees: 1,431

DNRP Surveys Received: 1,069

DNRP Response Rate: 75%

- Director's Office: 67%
- Parks and Rec: 63%
- SWD: 63%
- WTD: 78%
- WLRD: 90%

Each of the divisions within DNRP have strong response rates in excess of 60%, which provides high confidence that these results accurately reflect the perceptions of employees within the department and within each division of DNRP.

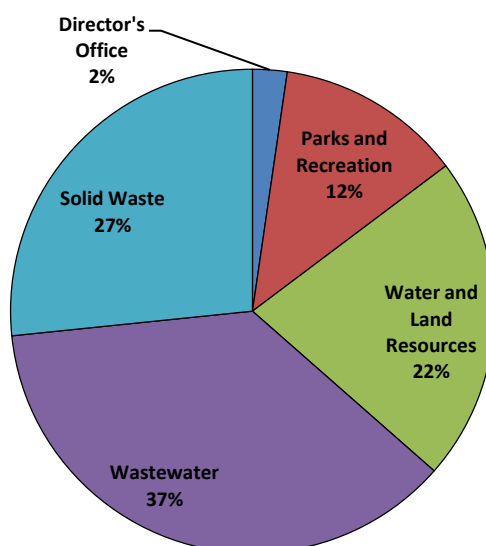
MISSING DATA

Missing data accounted for between six and 96 cases across DNRP. Most questions received fewer than 20 missing response, with those questions regarding management and guiding principles receiving more. The average missing responses rate for DNRP is less than 5%.

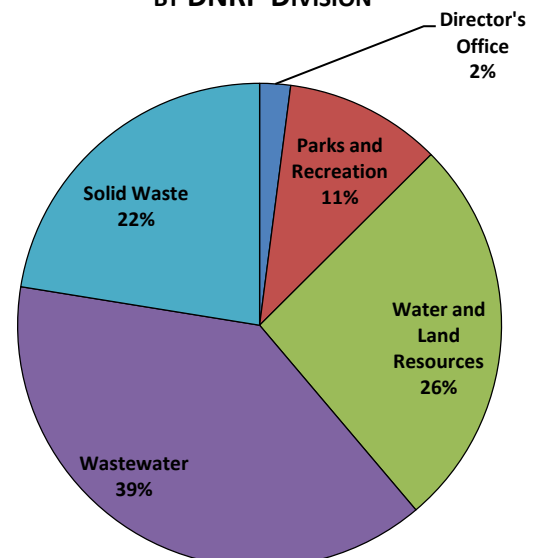
RESPONSE RATES BY EMPLOYEE DEMOGRAPHIC

The following charts describe the make-up of survey respondents. As the two charts below illustrate, DNRP's responses are consistent with the actual make-up of DNRP.

PERCENT OF POSSIBLE RESPONSES
BY DNRP DIVISION



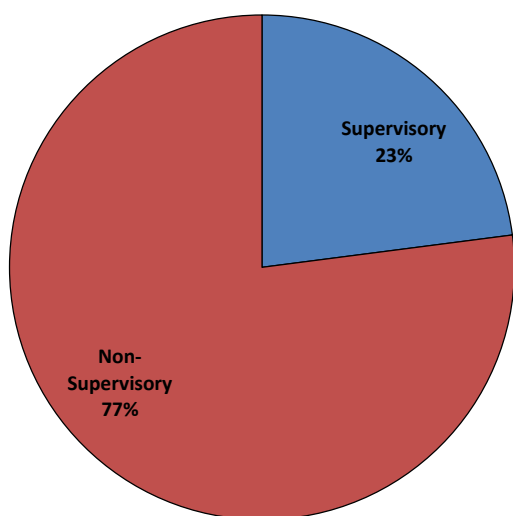
PERCENT OF TOTAL RESPONSES
BY DNRP DIVISION



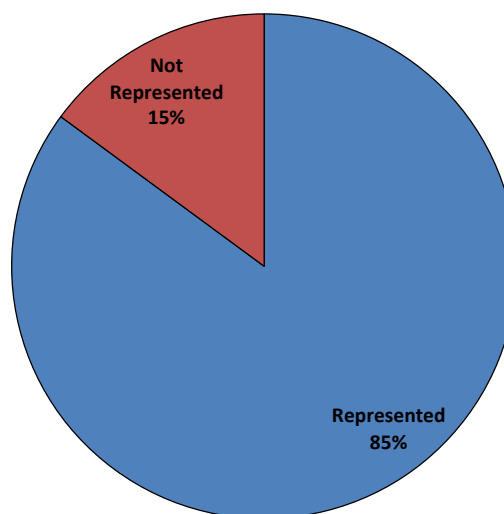
More than three-quarters of responding DNRP employees are non-supervisory. A review of the data reveals that supervisory personnel are somewhat more positive across items than are non-supervisory personnel. Not surprisingly, they provide more positive perceptions relative to departmental mission and goals, teamwork, and continuous improvement. They also provide much more positive responses relative to their perceptions of management and their own supervision.

Additionally, most responding employees are represented. Thus, comparisons between groups are not relevant as differences may be more reflective of other demographics than union affiliation.

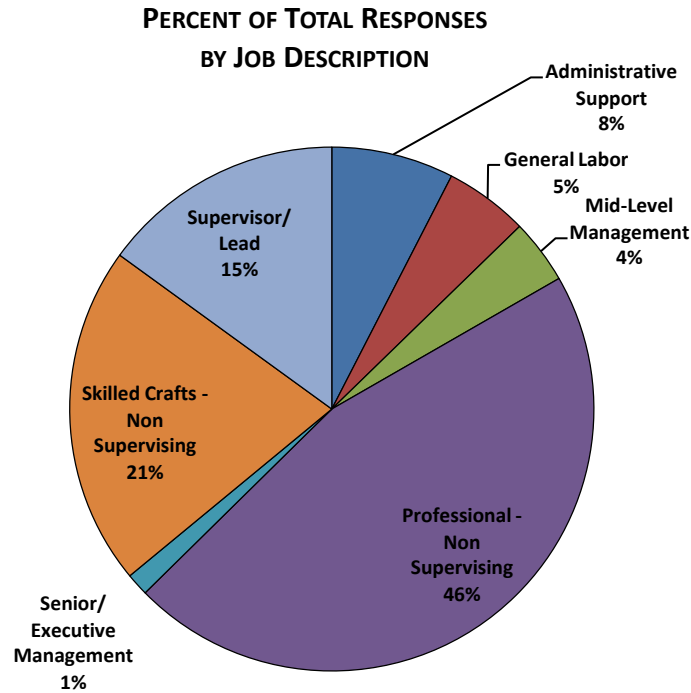
**PERCENT OF TOTAL RESPONSES
BY SUPERVISING ROLE**



**PERCENT OF TOTAL RESPONSES
BY UNION REPRESENTATION**

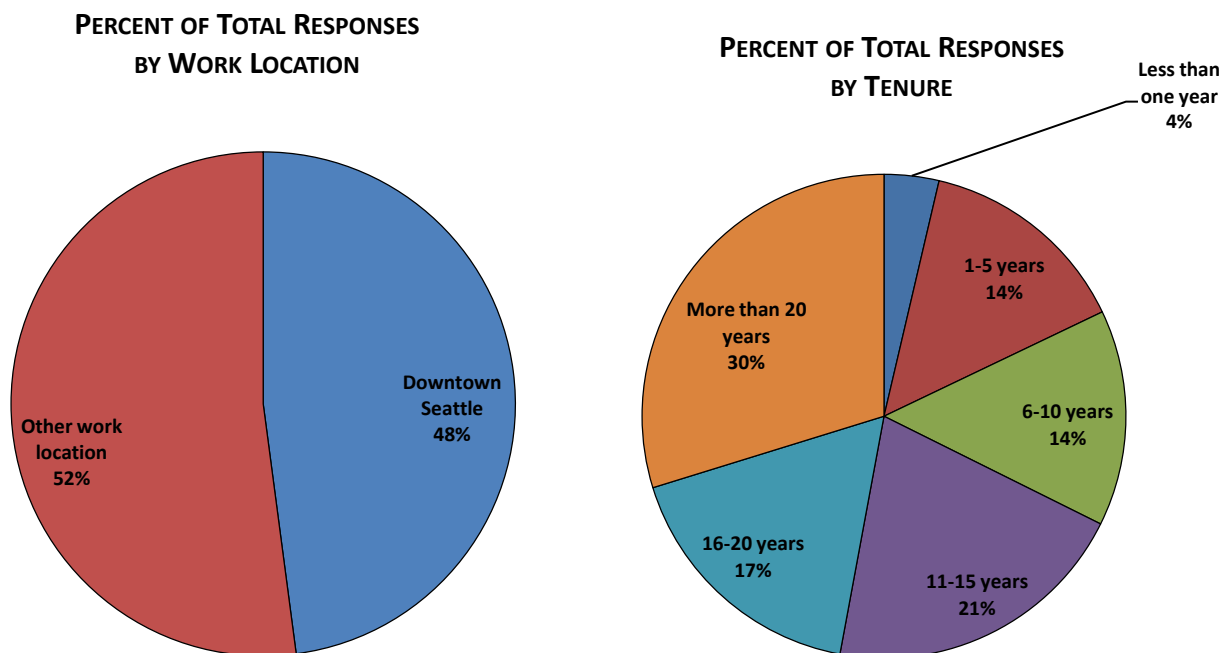


The chart below reports responses from different job positions at DNRP. Most employees report being professional/non-supervising. Comparing the three larger position groups reveals that skilled crafts personnel report consistently less positive perceptions than either supervisor/lead or professional/non-supervising personnel. Interestingly, there are few notable differences between supervisor/lead and professional/non-supervising personnel.



Roughly half of responding DNRP employees work downtown with the other half working in other locations. Downtown employees are somewhat more engaged than employees from other work locations. They report higher perceptions of the group's performance relative to customer satisfaction. They are also much more satisfied with performance communication and report more positive perceptions of the respect they receive both within and outside their division. Not surprisingly given the importance of performance communication to overall employee engagement, a higher percentage of downtown employees report receiving a performance appraisal in the last year (92% for downtown employees vs. 59% for other work locations).

Downtown employees are also much more positive about continuous improvement and the extent to which the department reflects King County Guiding principles. They are also more positive about both the supervision they receive and their management.



Consistent with the King County overall results, new DNRP employees report more positive responses across variables than do employees with longer tenure. There are few notable differences among tenure groups, though employees with between six and ten years' tenure are somewhat less satisfied than others. Those with less than five and more than 20 years report the most positive perceptions across most variables measured. However, those with more tenure report less positive perceptions of management.

2009–2012 Comparison

DNRP employees are somewhat more satisfied with their jobs in 2012 than they reported in 2009. They are much more positive about how well their group works with other King County groups. They are also more positive about the extent to which DNRP strives to provide high quality customer service and somewhat more positive about how the department seeks feedback. Employees also report being somewhat less clear of expectations.

OVERALL SATISFACTION

2012 Average: 3.95

2009 Average: 3.62

QUESTION	2009 MEAN	2012 MEAN	Δ
Overall, how satisfied are you with your job?	3.62	3.95	+0.33
I would recommend King County as a good place to work.	3.90	3.88	-0.02
King County employees are treated with respect, regardless of their race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability or age.	3.83	3.86	+0.03
My work contributes to the success of King County government.	4.32	4.31	-0.01
I am familiar with my department, division, or agency's mission and goals.	4.00	3.98	-0.02
My department, division, or agency's mission and goals give direction to my work.	3.50	3.54	+0.04
My work group works well with other King County groups to solve problems to achieve goals. <i>2009 Question: The departments and agencies in King County are working together to achieve common goals.</i>	2.91	3.67	+0.76
I have a clear understanding of what is expected of me in my job.	4.17	3.97	-0.20
I receive information I need to do my job. <i>2009 Question: I receive information from King County that I need to do my job.</i>	3.60	3.58	-0.02
My department is open to new ideas to improve the way we work. <i>2009 Question: King County is open to new ideas to improve the way we work.</i>	3.15	3.20	+0.05
My work group strives to provide high quality customer service. <i>2009 Question: King County strives to provide high quality customer service.</i>	3.75	4.17	+0.42
My work group seeks feedback/input from customers. <i>2009 Question: King County seeks feedback/input from customers.</i>	3.52	3.78	+0.26
My work group uses customer input to improve service delivery. <i>2009 Question: Customer input influences decisions in King County.</i>	3.56	3.69	+0.13

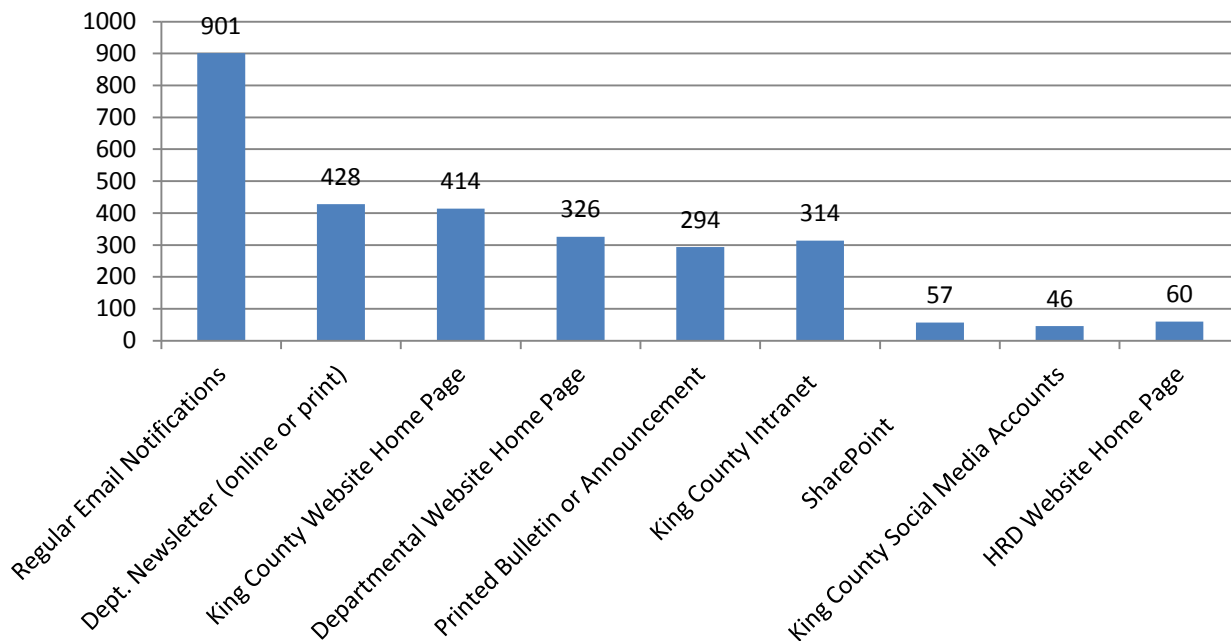
Note: Δ = positive or negative change in the average between 2009 and 2012.

Some questions from the 2009 survey were changed from a broad King County focus to make them more relevant to employees' individual work groups. These scores are still comparable as it is quite likely that employees interpreted the 2009 questions relative to their individual experiences vs. the broader King County context.

Communication Preferences

Employees were asked how they prefer to receive relevant information at King County. The chart below reports the total number of employees who listed each communication medium as their first, second, or third choice.

Consistent with King County overall results, most DNRP employees prefer email to receive relevant information. They are also more likely to use on-line resources vs. print media. However, there are still a significant number of employees who prefer print media, particularly those who work outside of downtown. As a diverse department, DNRP may wish to continue to provide both types of media as it strives to keep employees informed.



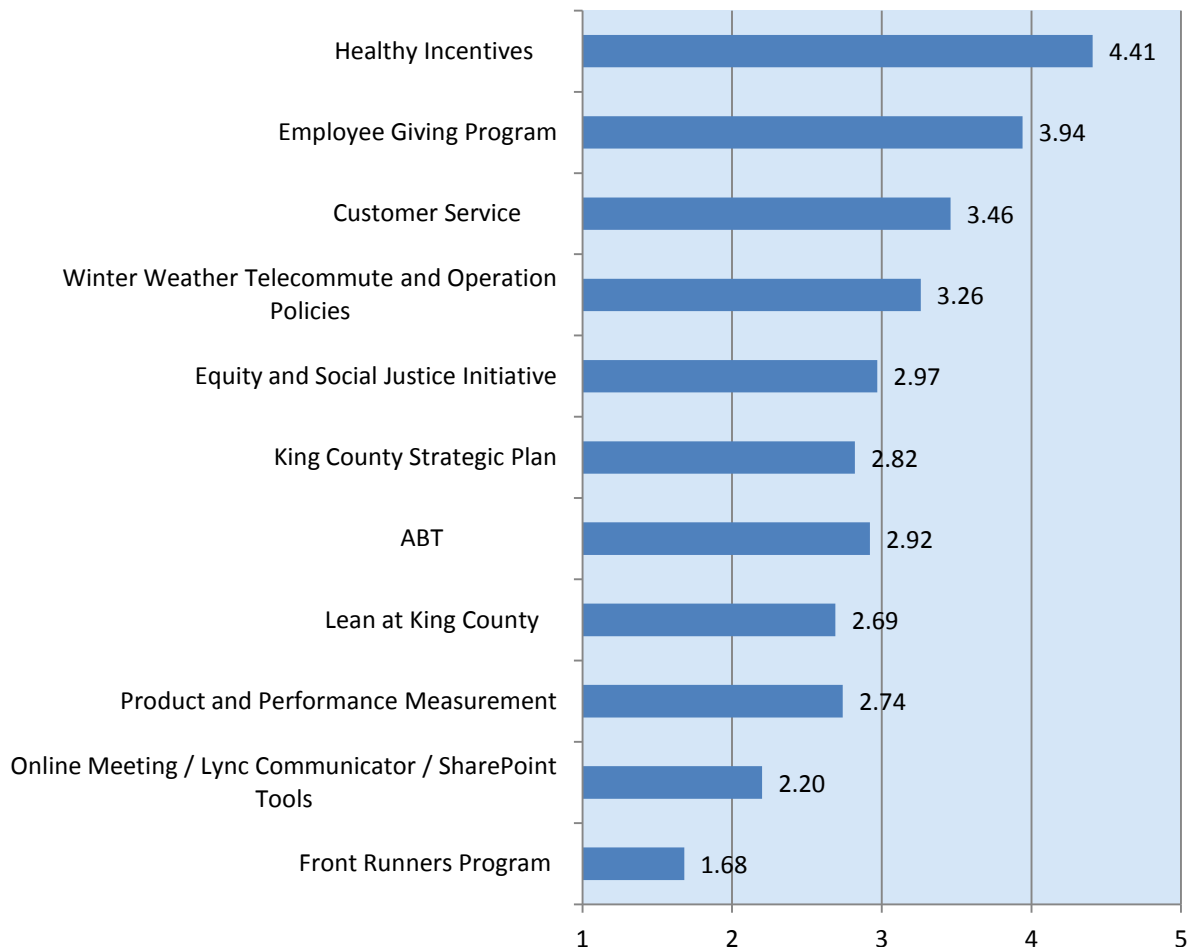
Familiarity with King County Initiatives

Employees were asked to rate their familiarity with a range of King County initiatives using the scale to the right. While this scale is also five-point, major differences in scale design mean that these are not comparable to those in the rest of the study. Lower means indicate employees are not familiar and have low understanding of an initiative. Higher scores indicate both familiarity and understanding.

Similar to the King County overall data, DNRP employees report higher levels of familiarity with Healthy Incentives and less familiarity with Front Runners. However, as a group, DNRP employees report somewhat greater familiarity with ABT; all other averages are consistent with the King County overall results.

FAMILIARITY SCALING

1. I am not at all familiar with this effort; I do not know what this is
2. I have heard of this effort but do not know anything about it
3. I am somewhat familiar with what this effort is and what it is about
4. I am familiar with this effort and I understand what it is about
5. I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group



APPENDIX:
2012 King County Employee Survey
(Paper Copy)



King County

March 6, 2012

Dear fellow King County employee:

We need your opinion. We are speaking as “One King County” to ask you to complete the anonymous employee survey that is attached to this letter so we can better understand how we are doing as an employer, and how we are all working together toward the goals in the King County Strategic Plan.

As King County government’s most valuable asset, your participation will help us identify how we are meeting the Service Excellence and Quality Workforce goals of the King County Strategic Plan. We will also use this information to learn where we need to focus resources and tools to support improvements. Your candid responses are needed; the survey will be anonymous.

The survey is also available online if you would prefer to take it electronically:

<https://www.surveymk.com/s/KCEmployeeSurvey2012>. No identifying computer data (such as IP addresses) will be collected.

We look to you to help us continuously improve our quality public services to the people of King County. We appreciate your participation in the employee survey, and thank you for all you do.

Sincerely,

Dow Constantine,
King County Executive

Lloyd Hara,
King County Assessor

Sherril Huff,
King County Elections Director

Dan Satterberg,
King County Prosecutor

Sue Rahr,
King County Sheriff

Larry Gossett, Chair
King County Council District 2

Jane Hague, Vice Chair
King County Council District 6

Bob Ferguson,
King County Council District 1

Kathy Lambert,
King County Council District 3

Larry Phillips,
King County Council District 4

Julia Patterson,
King County Council District 5

Pete von Reichbauer,
King County Council District 7

Joe McDermott,
King County Council District 8

Reagan Dunn,
King County Council District 9

2012 King County Employee Survey

Please take a few minutes to complete the following questions by checking the box or circling your answer to each question. When you have finished, please seal your completed questionnaire in the attached envelope and mail it to our research consultant by **March 16, 2012**.

The purpose of this study is to better understand employee perceptions as they relate to a broad range of County initiatives and priorities. We will use this information in our strategic planning efforts and to improve how we meet the needs of our employees and customers. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified. To further protect the confidentiality of responses, we've asked our outside consultant, Communication Resources Northwest, to gather and analyze the data on our behalf.

If you have any questions about the study or your participation, you may contact Communication Resources' project manager, Meg Winch, directly at (877) 316-8344 or the King County project manager, Lynn Argento, at (206) 263-9644.

For alternative versions of this survey, please contact (206) 263-9644 or
KCEmployeeSurvey@kingcounty.gov

In what department or agency do you work? *Please check only one. (If you work with more than one, please check the department with which you are primarily associated.)*

- | | |
|--|---|
| <input type="checkbox"/> Adult & Juvenile Detention | <input type="checkbox"/> DNRP: Parks & Recreation |
| <input type="checkbox"/> Assessments | <input type="checkbox"/> DNRP: Solid Waste |
| <input type="checkbox"/> Community & Human Services | <input type="checkbox"/> DNRP: Wastewater Treatment |
| <input type="checkbox"/> DES: ABT / BRC (Accountable Business Transformation / Business Resource Center) | <input type="checkbox"/> DNRP: Water & Land Resources |
| <input type="checkbox"/> DES: FBOD (Finance & Business Operations Division) | <input type="checkbox"/> DOT: METRO Transit |
| <input type="checkbox"/> DES: FMD (Facilities Management Division) | <input type="checkbox"/> DOT: Road Services |
| <input type="checkbox"/> DES: HRD (Human Resources Division) | <input type="checkbox"/> DOT: Fleet Administration |
| <input type="checkbox"/> DES: ORM (Office of Risk Management) | <input type="checkbox"/> DOT: Airport |
| <input type="checkbox"/> DES: OEM (Office of Emergency Management) | <input type="checkbox"/> DOT: Director's Office |
| <input type="checkbox"/> DES: RALS (Records and Licensing Services) | <input type="checkbox"/> DOT: Marine |
| <input type="checkbox"/> DES: Other (includes Director's Office, Office of Civil Rights, Alternative Dispute Resolution, Ethics, etc.) | <input type="checkbox"/> Elections |
| <input type="checkbox"/> Development & Environmental Services | <input type="checkbox"/> Executive Offices (including PSB) |
| <input type="checkbox"/> DNRP: Director's Office | <input type="checkbox"/> Judicial Administration |
| | <input type="checkbox"/> Legislative Offices (including Council, County Auditor, and Ombudsman) |
| | <input type="checkbox"/> King County Information Technology |
| | <input type="checkbox"/> Prosecuting Attorney's Office |
| | <input type="checkbox"/> Public Health |
| | <input type="checkbox"/> Sheriff's Office |

OVERALL JOB SATISFACTION

Please rate your level of satisfaction with each of the following characteristics of your job using the 1-5 point scale where "1" means "I am very dissatisfied" and "5" means "I am very satisfied."

Please circle the number corresponding to your level of satisfaction.	1	2	3	4	5	N/A
	<i>I am very dissatisfied</i>	<i>I am dissatisfied</i>	<i>Neither dissatisfied nor satisfied</i>	<i>I am satisfied</i>	<i>I am very satisfied</i>	<i>Not sure / not relevant</i>
My job overall	1	2	3	4	5	0
The recognition I receive for doing good work	1	2	3	4	5	0
The level of challenge in my work	1	2	3	4	5	0
The supervision I receive	1	2	3	4	5	0
The resources provided to do my job	1	2	3	4	5	0

WORKING AT KING COUNTY

Please provide your level of agreement with each of the following statements about working at King County using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Work Environment						
I am proud to work at King County.	1	2	3	4	5	0
I would recommend King County as a good place to work.	1	2	3	4	5	0
In general, I am treated with respect, regardless of my race, gender, sexual orientation, gender identity or expression, color, marital status, religion, ancestry, national origin, disability, or age.	1	2	3	4	5	0
Employees in my department treat each other (coworkers) with respect.	1	2	3	4	5	0
King County programs and policies support a work/life balance.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Mission and Goals						
My work contributes to the success of King County.	1	2	3	4	5	0
I am familiar with my department's mission and goals.	1	2	3	4	5	0
My department's mission and goals give direction to my work.	1	2	3	4	5	0
I feel connected to the mission, guiding principles, and goals of the King County Strategic Plan.	1	2	3	4	5	0
I understand how my performance relates to my work group's goals and objectives.	1	2	3	4	5	0
Personal Development and Achievement						
I have a clear understanding of my career path and how to advance at King County.	1	2	3	4	5	0
In the last year, I have had opportunities to learn and grow professionally.	1	2	3	4	5	0
King County supports training to help employees perform effectively.	1	2	3	4	5	0
I feel personally responsible for keeping my knowledge and capabilities current.	1	2	3	4	5	0
When available, I take advantage of training opportunities.	1	2	3	4	5	0
Resources and Decision-Making						
The volume of work I have to do often keeps me from doing high quality work.	1	2	3	4	5	0
I feel comfortable making day-to-day decisions about my work.	1	2	3	4	5	0
I have the necessary tools and resources to do my job.	1	2	3	4	5	0
My skills are well matched to my work responsibilities.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Teamwork						
My work group works well with other King County groups to solve problems and achieve common goals.	1	2	3	4	5	0
The teams in which I work function effectively to achieve their objectives.	1	2	3	4	5	0
Team problems are dealt with appropriately to avoid impacts to the work we do at the County.	1	2	3	4	5	0
Communication						
I have a clear understanding of what is expected of me in my job.	1	2	3	4	5	0
I receive the information I need to do my job.	1	2	3	4	5	0
I feel well informed about government-related King County events and employee news.	1	2	3	4	5	0
Continuous Improvement						
My department is open to new ideas to improve the way we work.	1	2	3	4	5	0
My suggestions to improve my work and the work environment are recognized as valuable.	1	2	3	4	5	0
My work group uses data effectively to learn and improve.	1	2	3	4	5	0
Process improvements are successfully implemented in my work group.	1	2	3	4	5	0
Quality gets the attention it deserves in my work group.	1	2	3	4	5	0
Customer Service						
My work group strives to provide high quality customer service.	1	2	3	4	5	0
My work group seeks feedback/input from customers.	1	2	3	4	5	0
My work group uses customer input to improve service delivery.	1	2	3	4	5	0
My work group is responsive to the needs and expectations of customers.	1	2	3	4	5	0

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
Performance Management						
I regularly receive feedback about my work performance from my supervisor.	1	2	3	4	5	0
The feedback I do receive helps me learn and improve.	1	2	3	4	5	0
Have you received a performance appraisal in the last 12 months?	<input type="checkbox"/> Yes		<input type="checkbox"/> No		<input type="checkbox"/> N/A	
My last performance appraisal provided me with relevant information about my performance.	1	2	3	4	5	0
Superior performance is valued in my department.	1	2	3	4	5	0

YOUR SUPERVISOR

For the following questions, please provide your level of agreement with each of the following statements using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My supervisor provides recognition for employees who do good work.	1	2	3	4	5	0
My supervisor communicates openly and honestly.	1	2	3	4	5	0
My supervisor encourages continuous improvement.	1	2	3	4	5	0
My supervisor provides clear direction.	1	2	3	4	5	0
My supervisor ensures I have what I need to do my job well.	1	2	3	4	5	0

YOUR DEPARTMENT'S MANAGEMENT

For the following questions, please provide your level of agreement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree." **Note: "Management" might include any or all of the following – Director, Deputy, Agency Head, Chief of Staff, etc.**

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department's Management has a clear vision for the Department.	1	2	3	4	5	0
My Department's Management communicates the Department's mission and goals.	1	2	3	4	5	0
My Department's Management communicates openly and honestly.	1	2	3	4	5	0
My Department's Management exercises strong leadership.	1	2	3	4	5	0
My Department's Management is visible to employees as a leader.	1	2	3	4	5	0
My Department's Management is transparent in decisions affecting employees.	1	2	3	4	5	0

INTERNAL KING COUNTY INFORMATION ACCESS

Below is a list of methods to which we may be able to post information that is relevant to you as an employee. Please choose and rank three in order of what you prefer to use. Write "1" if the method is your most preferred option, "2" if the method is your second most preferred option, and "3" if the method is your third most preferred option. Leave other options blank.

Option/Method	Rank (Choose ONLY Three!)
Regular Email Notifications	
King County Website Home Page	
My Department Website Home Page	
Human Resources Division Website Home Page	
King County Social Media Accounts (for example: Facebook, Twitter)	
King County Intranet	
SharePoint	
Department Newsletter (online or print)	
Printed Bulletin or Announcements	

GUIDING PRINCIPLE QUESTIONS

Following are statements that may describe your department. Please rate your level of agreement with each statement using the 1-5 point scale where "1" means "I strongly disagree" and "5" means "I strongly agree."

Please circle the number corresponding to your level of agreement.	1	2	3	4	5	N/A
	<i>I strongly disagree</i>	<i>I disagree</i>	<i>Neither agree nor disagree</i>	<i>I agree</i>	<i>I strongly agree</i>	<i>Not sure / not relevant</i>
My Department is Collaborative	1	2	3	4	5	0
My Department is Service-oriented	1	2	3	4	5	0
My Department is Results-focused	1	2	3	4	5	0
My Department is Accountable	1	2	3	4	5	0
My Department is Innovative	1	2	3	4	5	0
My Department is Professional	1	2	3	4	5	0
My Department is Fair and Just	1	2	3	4	5	0

COUNTYWIDE INITIATIVES

Please identify your level of familiarity with each of the following countywide efforts using the 1-5 point scale where "1" means "I am not familiar at all with this effort; I do not know what this is" and "5" means "I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group."

Please circle the number corresponding to your level of familiarity with each countywide effort.	1	2	3	4	5
	<i>I am not at all familiar with this effort; I do not know what this is</i>	<i>I have heard of this effort but do not know anything about it</i>	<i>I am somewhat familiar with what this effort is and what it is about</i>	<i>I am familiar with this effort and I understand what it is about</i>	<i>I am very familiar with this effort, I understand what it is about and how/if it applies to me/my group</i>
Lean at King County	1	2	3	4	5
Equity and Social Justice Initiative	1	2	3	4	5
Healthy Incentives	1	2	3	4	5
Product and Performance Measurement	1	2	3	4	5
King County Strategic Plan	1	2	3	4	5
ABT	1	2	3	4	5
Winter Weather Telecommute and Operation Policies	1	2	3	4	5
Front Runners Program	1	2	3	4	5
Online Meeting / Lync Communicator / SharePoint Tools	1	2	3	4	5
Employee Giving Program	1	2	3	4	5
Customer Service	1	2	3	4	5

BACKGROUND QUESTIONS

The following questions ask some information about you and your role at the County. This information will NOT be used to identify you. We will use this information to better understand how different groups of employees think about the County and the work we do here. Please provide this information so we can best understand how our employees perceive the County.

Is supervising employees a part of your job?

☐ Yes ☐ No

Are you represented by a union?

☐ Yes ☐ No

Which of the following best describes your position in King County? (*Please choose only one.*)

- | | |
|--|--|
| <input type="checkbox"/> Administrative Support (for example: administrative specialist, clerical, scheduling coordinator, secretary, legal assistant) | <input type="checkbox"/> Skilled Crafts – non-supervising (for example: carpenter, metal fabricator, truck driver, heavy equipment operator, electrician, facilities or vehicle maintenance) |
| <input type="checkbox"/> General Labor (for example: custodian, maintenance or parks specialist) | |
| <input type="checkbox"/> Transit Operator | <input type="checkbox"/> Professional – non-supervising (for example: registered nurse, analyst, project/program manager, engineer, labor negotiator, database administrator, system tech) |
| <input type="checkbox"/> Law Enforcement (for example: sheriff deputy, corrections officer) | |
| <input type="checkbox"/> Supervisor/Lead | |
| <input type="checkbox"/> Mid-Level Management | |
| <input type="checkbox"/> Senior/Executive Management | |

What is your primary work location?

☐ Downtown Seattle ☐ Other work location

How long have you worked for King County?

☐ Less than 1 year ☐ 1-5 years ☐ 6-10 years ☐ 11-15 years ☐ 16-20 years ☐ More than 20 years

Note: This questionnaire does not indicate bargainable positions, and results will not be used to validate management's bargaining positions. Survey answers submitted do not constitute notice of a report or complaint under the County's non-discrimination and anti-harassment policy. All responses will be kept anonymous; we are asking for demographic information only to help us understand differences across groups. Results will be reported in aggregate form; no single employee's response can or will be identified.

THANK YOU FOR COMPLETING THIS SURVEY



King County

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